Working at Netflix

Brendan Gregg
YOW! CTO Summit, 2018
Experience: My First Meeting

- March 13th, 2014
- CentOS -> Ubuntu migration details
- Was told to expect “intense debate”
Experience: My First Meeting
(Reality)

- No raised voices, no personal attacks
- Professional, respectful, and committed to what’s right for Netflix
Working at Netflix: My Experiences

This is:

- My experiences from >4.5 years
- A culture worth sharing

This is not:

- Written by HR or PR
- An official guide

(This is: [https://jobs.netflix.com/culture](https://jobs.netflix.com/culture))
Experience: Job Interview

- It sounded too good to be true
- I asked many questions, trying to find the catch (there wasn’t one)
- It changed how I thought about employment
Worst thing for me at Netflix:

When we run out of coke zero in the F2 fridge

- I can either walk down to the F1 fridge, or up the F3 fridge...
Worst thing for me at Netflix?

Too many awesome things to work on, not enough time

- eBPF tools
- PMC analysis
- Kernel performance
- JVM internals tracing
- Distributed systems
- Flame graph differentials
- eBPF latency heat maps
- Perf training courses
- ...

Netflix, F2, 5:30pm on a Wednesday

... that doesn’t mean we work long hours
Company Culture

Other companies:

- Learned by word of mouth
- ... or trial and error

Netflix:

- Publicly documented: [https://jobs.netflix.com/culture](https://jobs.netflix.com/culture)
  (and yes, it’s true)
At Netflix, we:

- share information openly, broadly, and deliberately
- encourage independent decision-making by employees
- are extraordinarily candid with each other
- keep only our highly effective people
- avoid rules

From: https://jobs.netflix.com/culture
Experience: Leap second bug

- Independent decision making
Netflix Philosophy

- Freedom and Responsibility
- Context not Control
- Highly Aligned, Loosely Coupled
- Dream Team
- Disagree Openly

From: https://jobs.netflix.com/culture
Experience: Java Framepointer

- Freedom and Responsibility
Netflix Values

- Judgement
- Communication
- Curiosity
- Courage
- Passion
- Selflessness
- Innovation
- Inclusion
- Integrity
- Impact

From: https://jobs.netflix.com/culture
Experience: Crashing Production

- Curiosity
- Courage
- Communication
- Integrity
Netflix Cloud Architecture

- Resilient to error
  - Chaos engineering
- Rapid deployments
  - No approval process
- Open source libraries

The cloud architecture and the culture are **complimentary** by design
The Netflix Cloud
A resilient architecture
Personal Favorite: No Brilliant Jerks.

- Particularly *selfish* jerks, who may:
  - Bully, humiliate, manipulate, mislead, and exploit others
  - Only support self-promoting tech
  - Become a negative role model

- Damage includes:
  - Silenced opinions
  - Demoralized staff & turnover
  - Company inefficiency

- Netflix staff are respectful & supportive

http://www.brendangregg.com/blog/2017-11-13/brilliant-jerks.html
Not a fit for everyone

- Culture deck
- Cloud Engineering in Los Gatos
Take Aways: Can you implement these?

- No brilliant jerks
- Freedom and responsibility
- Openly disagree (respectfully)
- Cloud microservices & redundancy
- Encourage independent decision-making
- Share information openly, broadly, and deliberately
...
Thank you.